

# 2011 Military Health System Conference

## Palm Trees in the Storm

Partners in Resiliency: Leadership Success with OSCAR

*The Quadruple Aim: Working Together, Achieving Success*

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24 January 2011



Instructor Battalion, The  
Basic School  
and  
81st Medical Group

# Big Picture



- Big Picture
- OSCAR as a Leadership Tool
- Case Study – CASF at Camp Leatherneck
- Teamwork: Command & Medical
- What this means to you

# One Marine's View of Command



- Command is about
  - Mission and Vision
  - Environment
  - Accountability
- Commanders must practice
  - Trust
  - Nerve
  - Restraint
- OSCAR – a leadership tool to build resilience

# The Quadruple Aim



# OSCAR: A Tool for Leaders



**Operational  
Stress  
Control  
And  
Readiness  
(OSCAR)**



# Goal: Unit Combat Readiness



## Extenders

### Mentors

Provide medical or  
Identify, support, and advise  
Chaplain services  
Marines with stress reactions

### Mental Health Professionals

Provide MH  
diagnosis  
and treatment

# The Stress Continuum



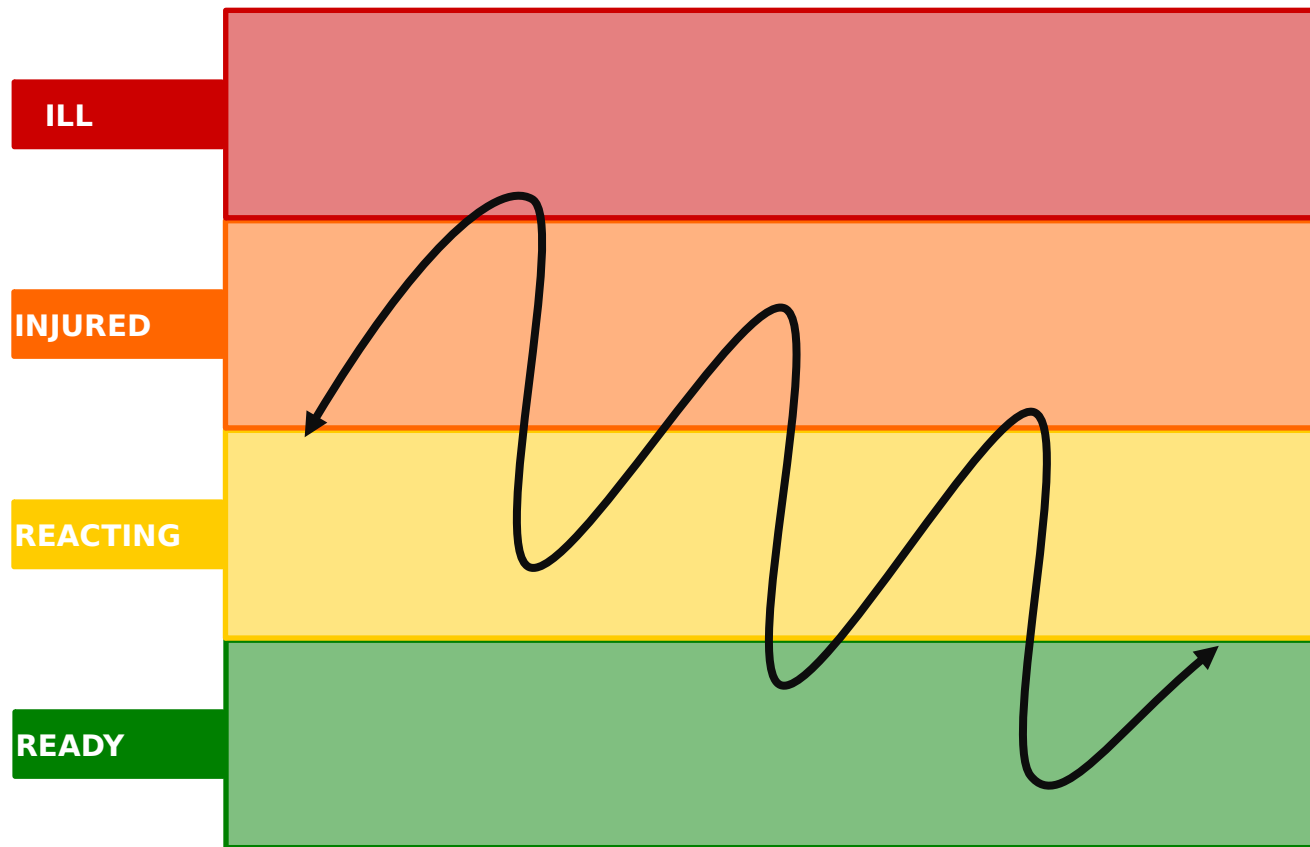
READY	REACTING	INJURED	ILL
<ul style="list-style-type: none"><li>• Good to go</li><li>• Well trained</li><li>• Prepared</li><li>• Fit and tough</li><li>• Cohesive units, ready families</li></ul>	<ul style="list-style-type: none"><li>• Distress or impairment</li><li>• Mild, transient</li><li>• Anxious or irritable</li><li>• Behavior change</li></ul>	<ul style="list-style-type: none"><li>• More severe or persistent distress or impairment</li><li>• Leaves lasting evidence (personality change)</li></ul>	<ul style="list-style-type: none"><li>• Stress injuries that don't heal without intervention</li><li>• Diagnosable<ul style="list-style-type: none"><li>▪ PTSD</li><li>▪ Depression</li><li>▪ Anxiety</li><li>▪ Addictive Disorder</li></ul></li></ul>

**Unit Leader  
Responsibility**

**Individual  
Responsibility**

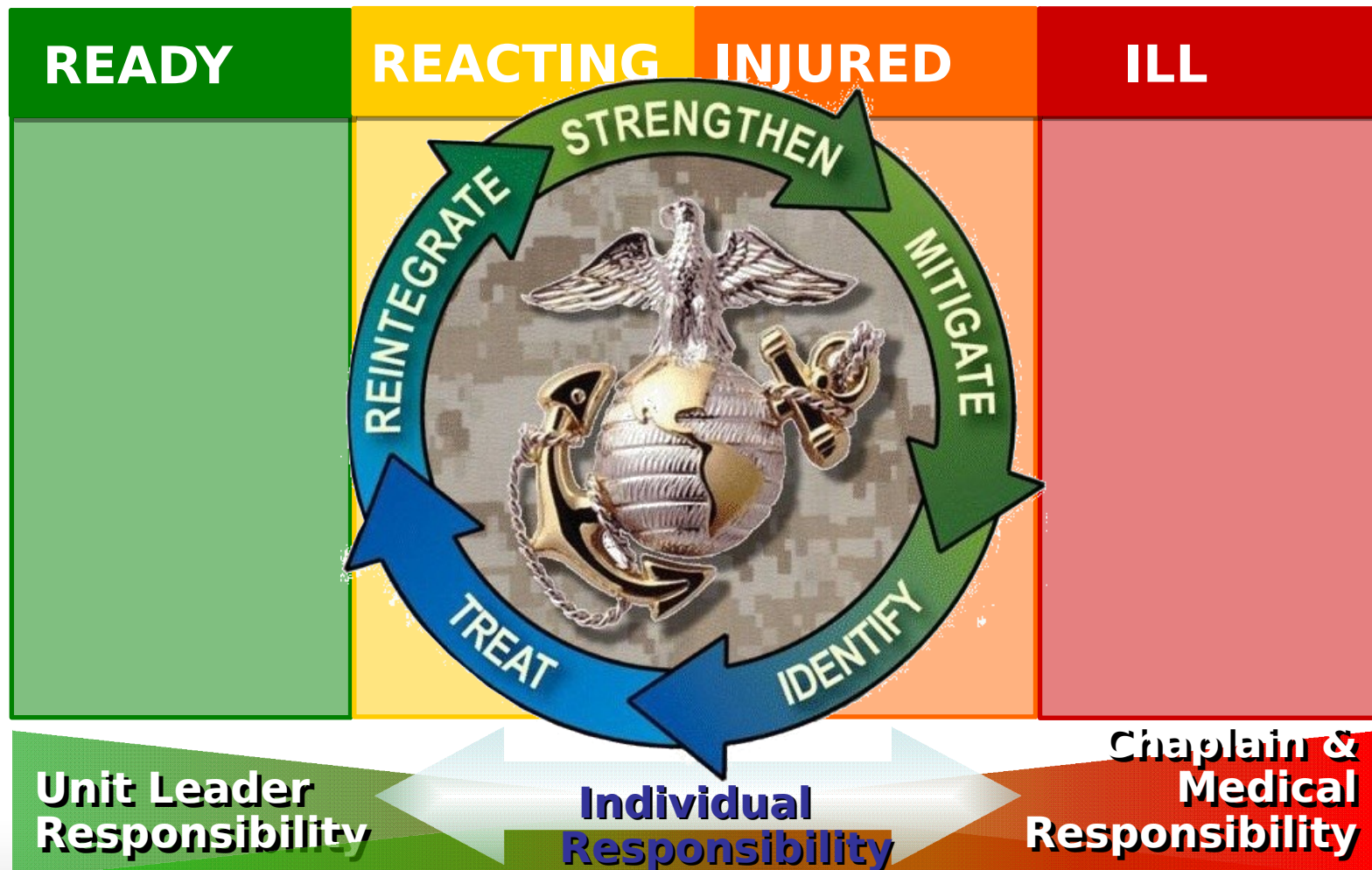
**Chaplain &  
Medical  
Responsibility**

# Building Resiliency

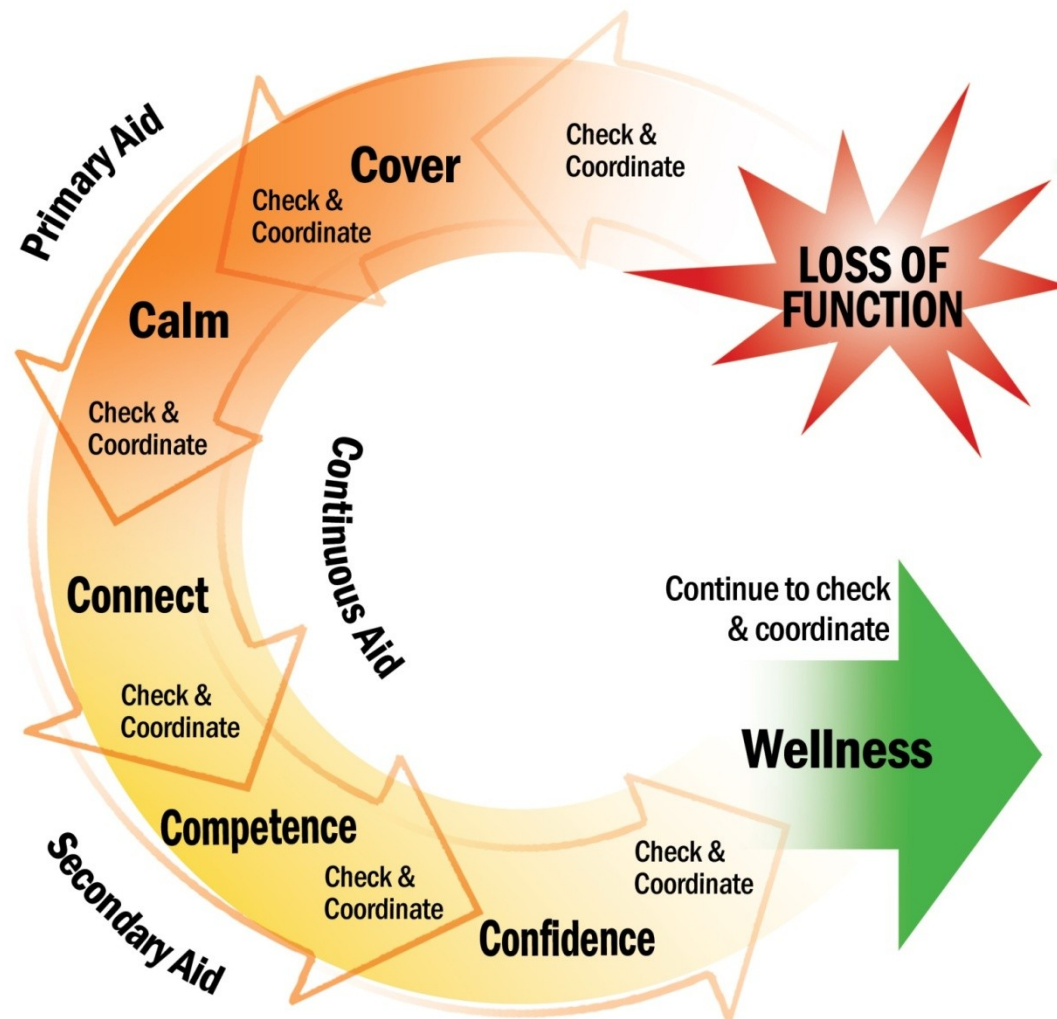




# Core Leader Functions



# Combat Operational Stress First Aid (COSFA)

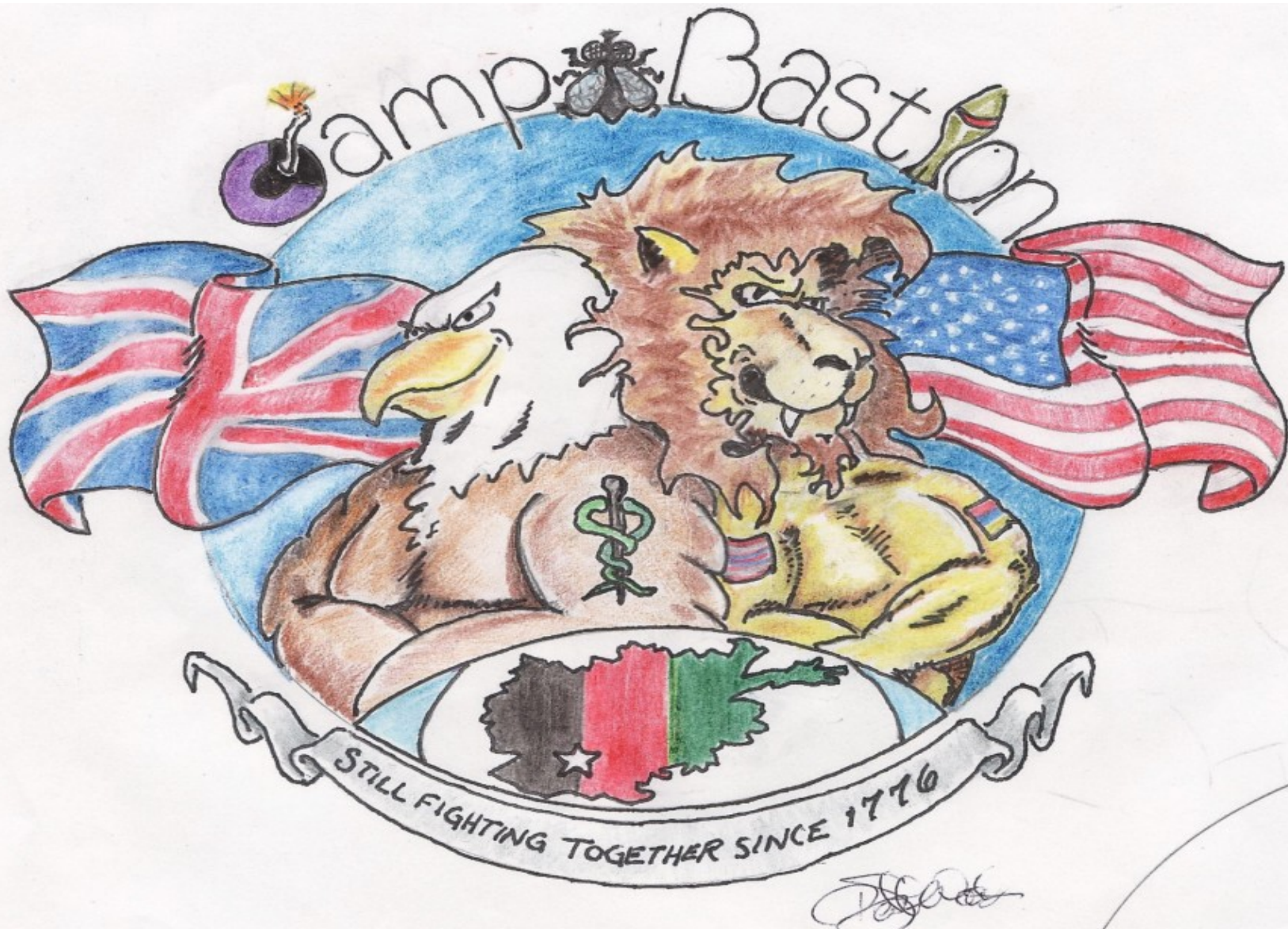


## Seven Cs of Stress First Aid:

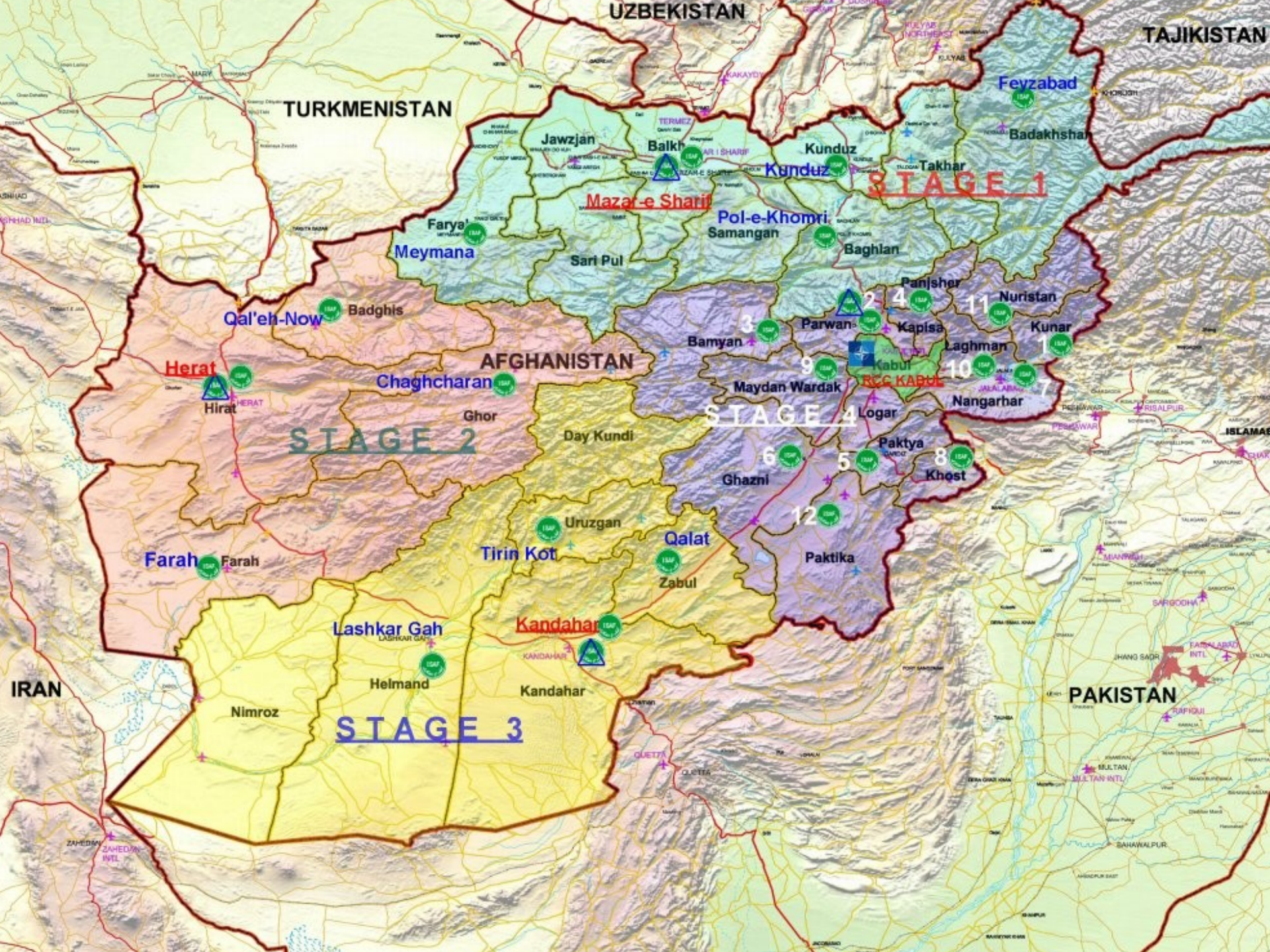
- 1. CHECK**  
Assess: observe and listen
- 2. COORDINATE**  
Get help, refer as needed
- 3. COVER**  
Get to safety ASAP
- 4. CALM**  
Relax, slow down, refocus
- 5. CONNECT**  
Get support from others
- 6. COMPETENCE**  
Restore effectiveness
- 7. CONFIDENCE**  
Restore self-esteem



# Case Study: 451 CASF, Bastion







TURKMENISTAN

UZBEKISTAN

TAJIKISTAN

Fevzabad

Badakhshan

Kunduz

Takhar

Balkh

Mazar-e Sharif

Pol-e-Khomri

Samangan

Baghlan

Meymana

Faryab

Badghis

Qal'eh-Now

Herat

Hirat

AFGHANISTAN

Chaghcharan

Ghor

Day Kundi

Maydan Wardak

Kabul

Nangarhar

Kapisa

Laghman

Kunar

Bamyan

Parwan

Panjsheer

Nuristan

Kunar

Logar

Paktia

Ghazni

Khost

Kandahar

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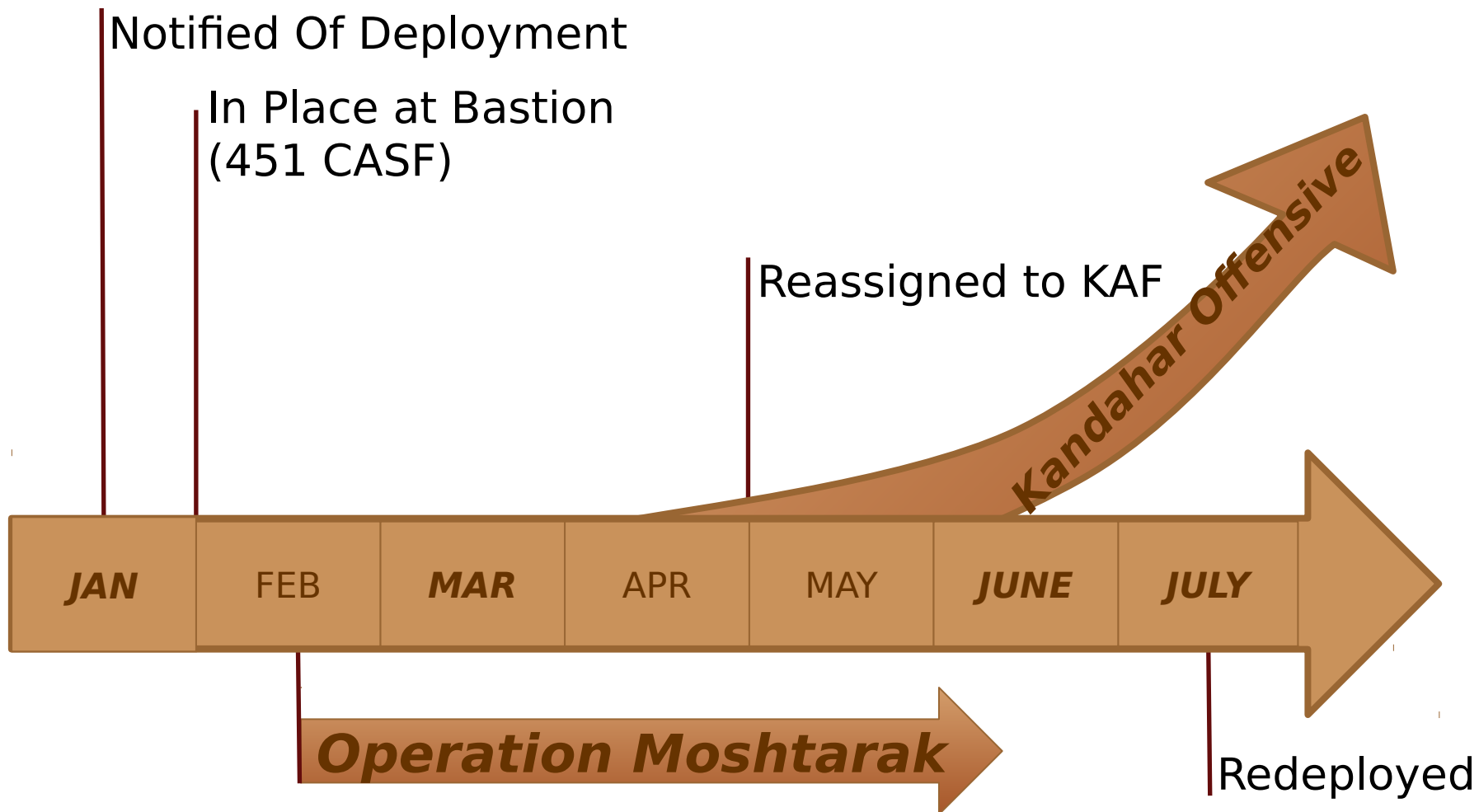
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# One USAF Flight Doc's Timeline:



# Situation at Bastion (1 Feb 2010)



- British base co-located w/Leatherneck (USMC)
- RC (S) transitioning to RC (SW)
- 1 MEB transitioning to I MEF
- British trauma hospital (w/USN, USA assets)
- USAF AE detachment (AE and CASF)
  - Chain of Command thru 451 AEW (KAF)
- Preparing for Op MOSTARAK (Marjah)
- Diverse casualty predictions



# 451 EAES/CC's Mission Statement



- Decompress trauma hospital for Marjah
- Execute Aeromedical Evacuation
- “Make History”

# 451 EAES/CC's Mission Statement



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  - “Make History”
- 
- Care for wounded warriors
  - Support Operational/Tactical Commanders
  - Work with Joint and Coalition partners

# Commander's Intent



*"...the key thing that AFCENT provides is precision airpower... Our (Airmen) are focused on putting key capabilities where they're needed by the customer. The customer is the commanding general of the ground forces, and our job is to make sure the airpower that we give him is as good and effective as it could possibly be."*

Lt Gen Mike Hostage  
AFCENT/CC  
8/28/09

# 451 CASF Capabilities

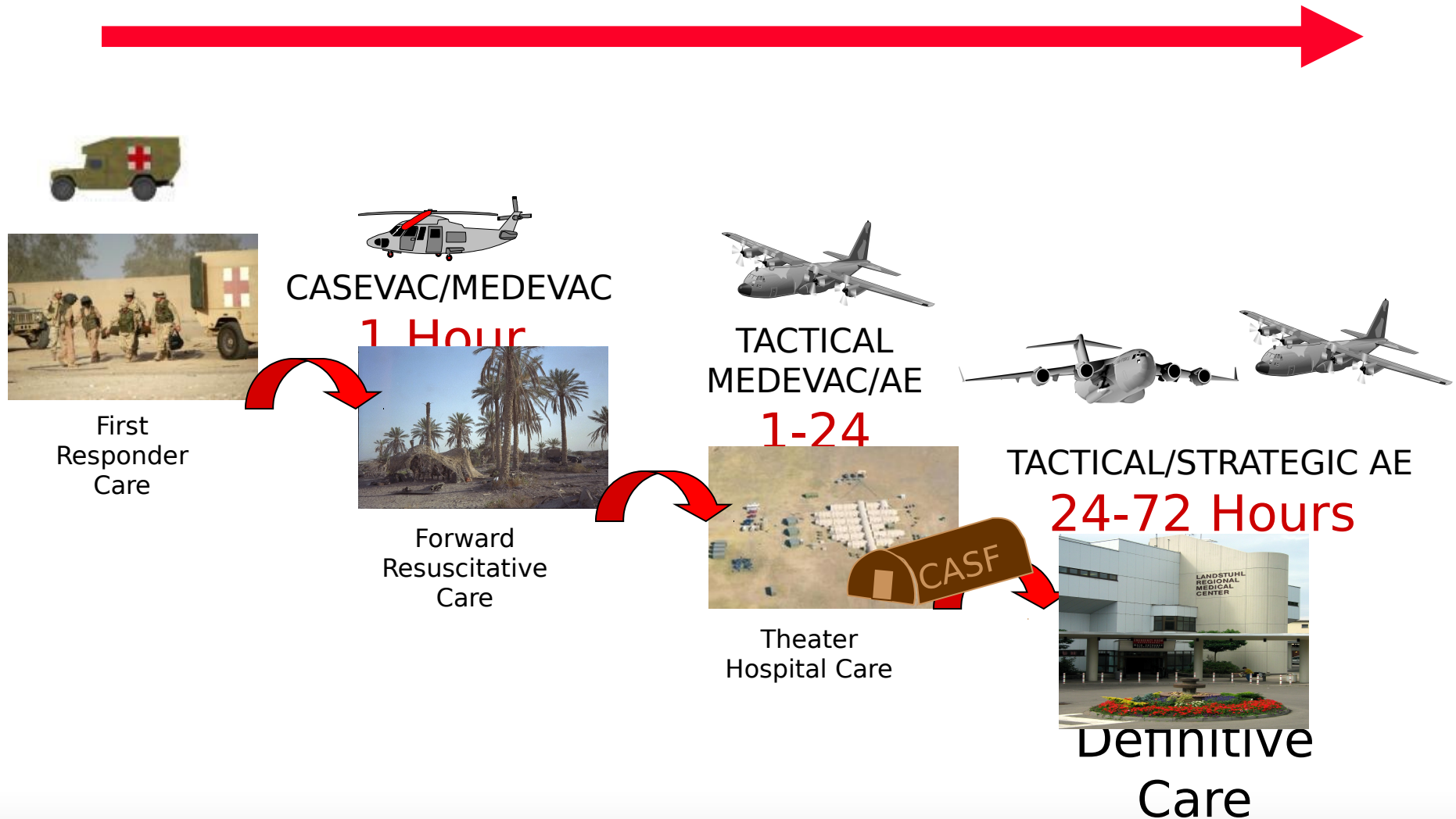


- 4 tents, 25 beds (manned for 12 bed ops)
- Cadillac toilet, shower facilities
- Resiliency tent (evolution)
- Chow from British chow hall
- 26 Total Force medical Airmen
  - 2 Flight Surgeons
  - 6 Nurses
  - 10 med techs
  - Command, control, communication,

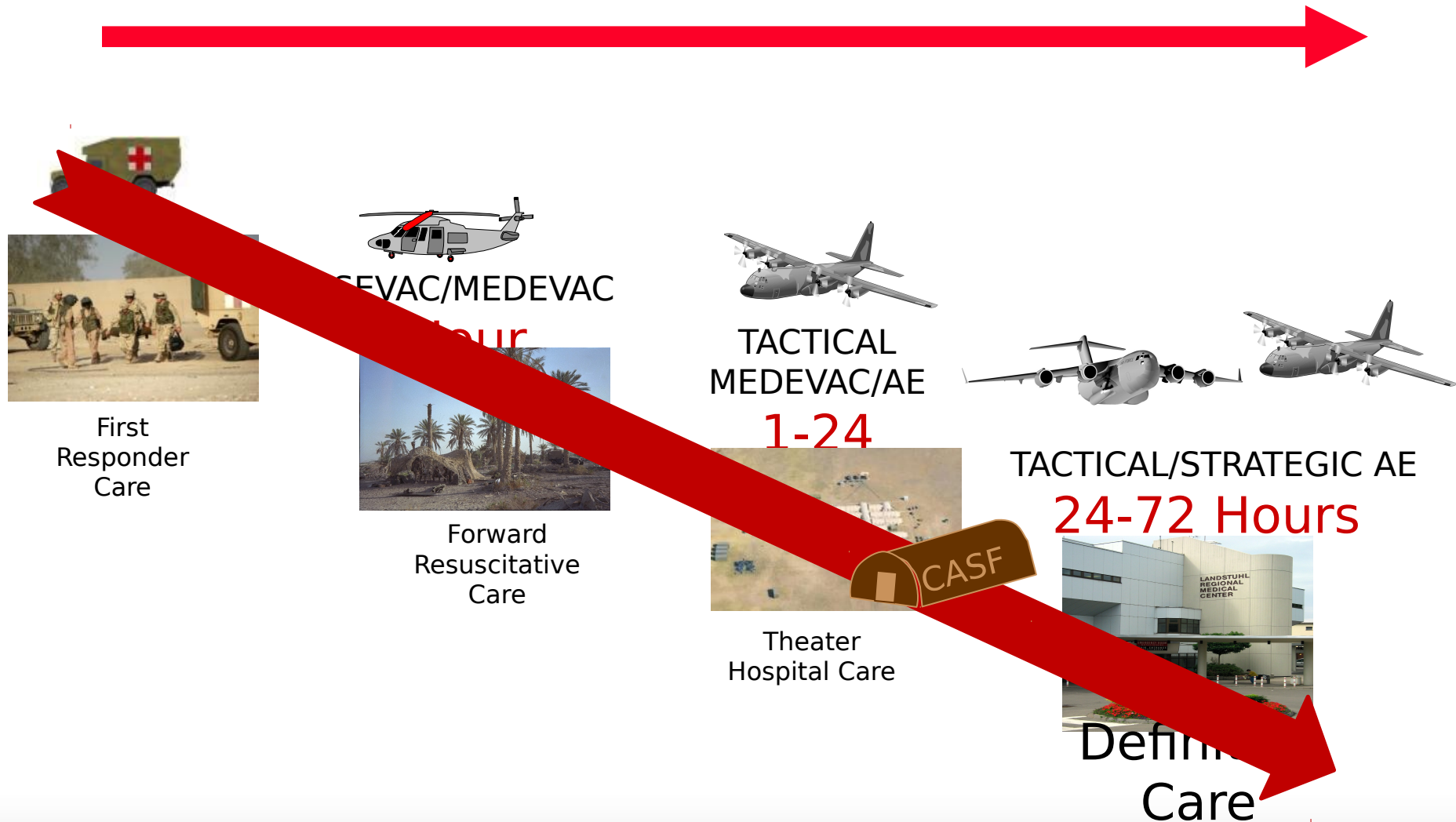


# CARE

## Current Route From Injury to Definitive

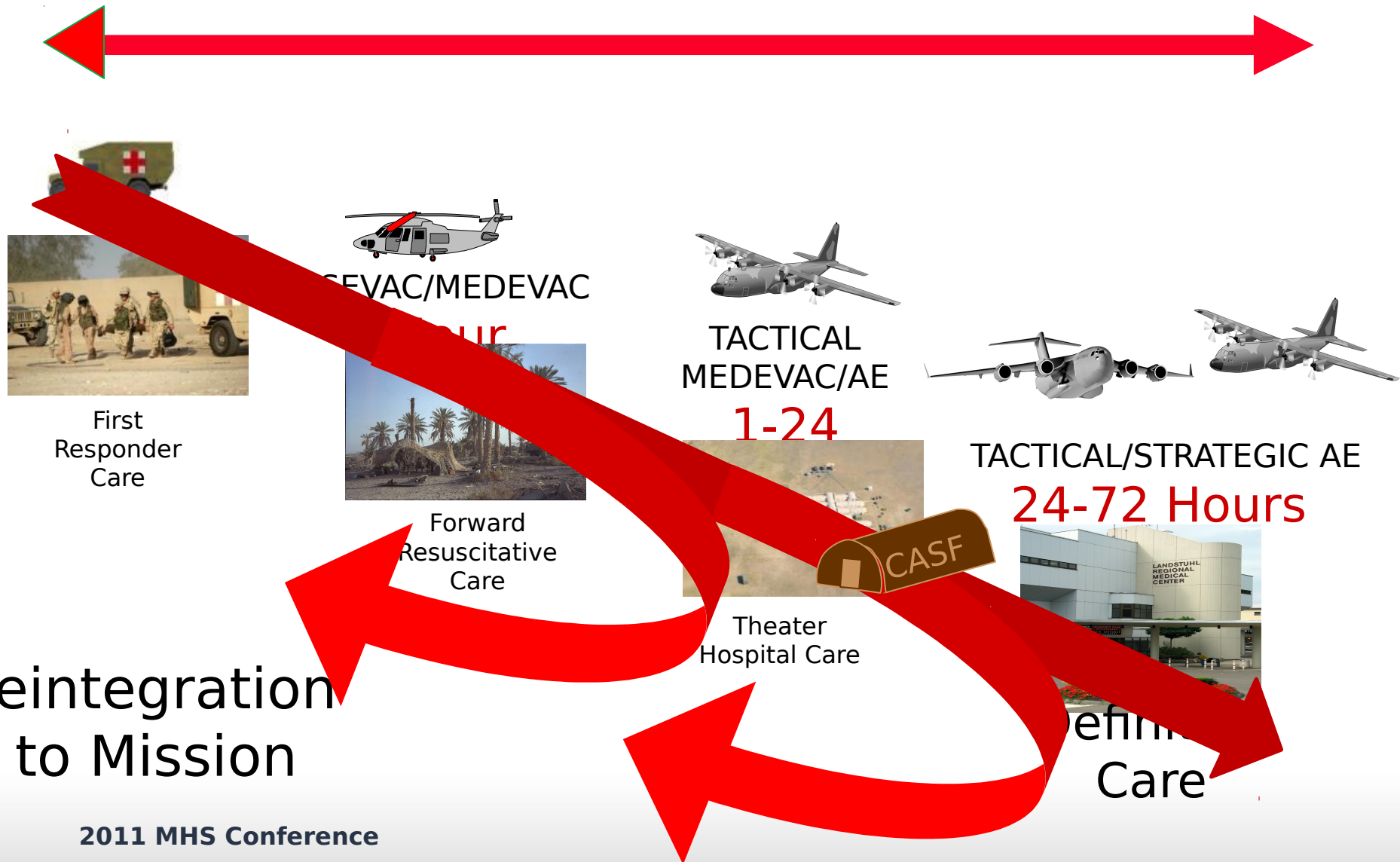


# Risk: One Way Casualty Flow

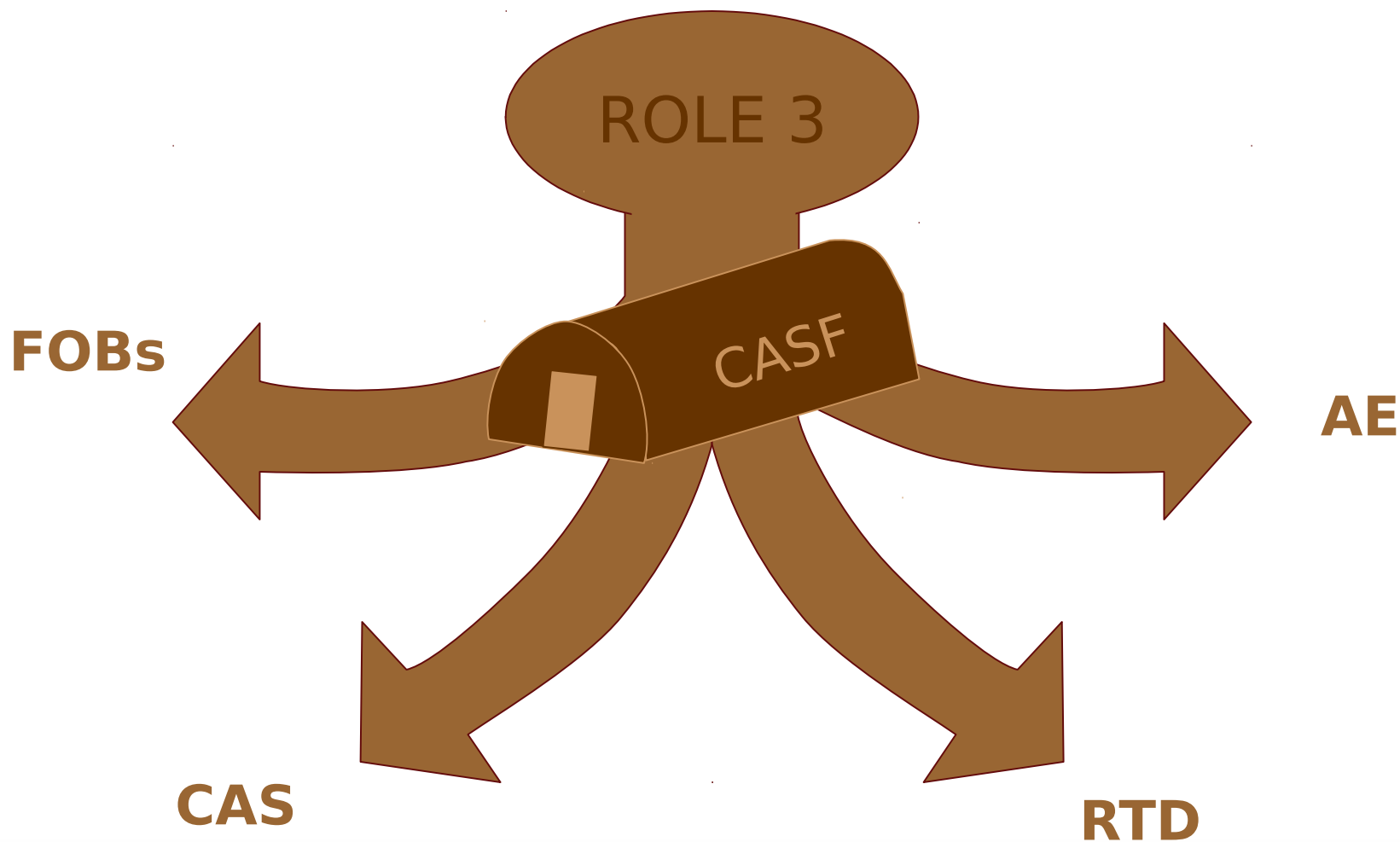




# Resiliency and Reintegration



# 451 CASF: Patient Care Facilitator

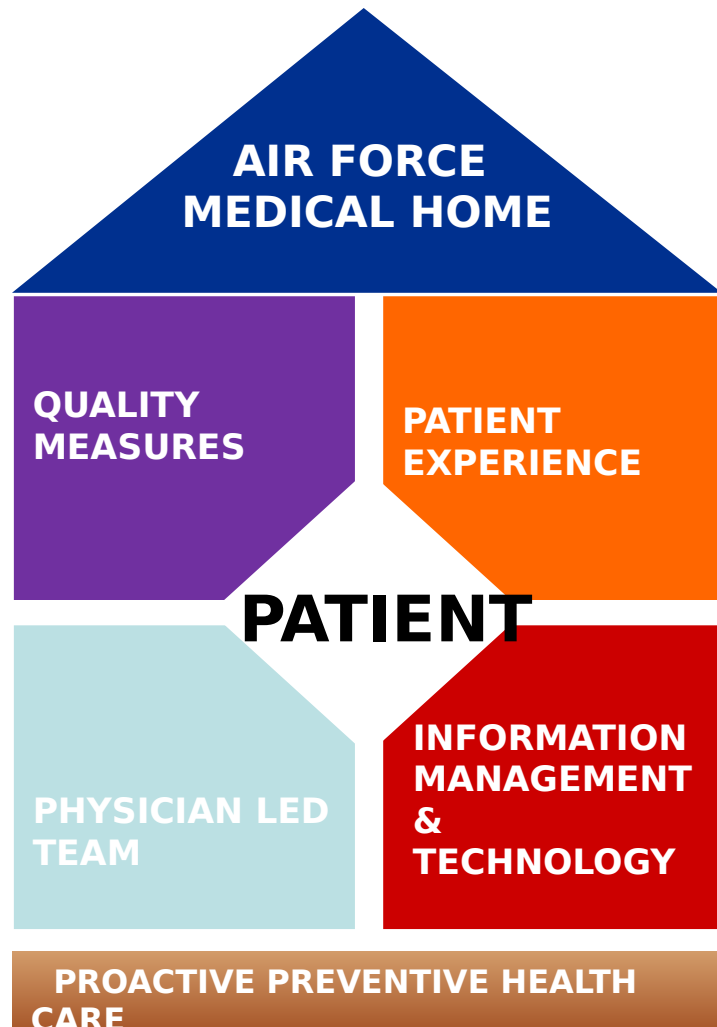


# Keys to Combat Casualty Care



- Physician led
- Best evidence based standard of care
- Emphasis on basic patient handoff
  - Physician to Physician
  - Nursing to Nursing
- Continuity of care (documentation and EMR)
- Patient focused
- Mission focused

# Air Force Medical Home



- Outpatient based
- Civilian experience
- Peacetime benefit
- Patient focused\*







"Puttin  
WARHEADS"  
ON  
FORE HEADS ✓









Sgt Wilson

3/6 LIMA (4th CAG)

thanks for Everything

you rock more than Motley Crue

1 CP To











Thanks for Keeping  
a smile on my face

"Priceless" 122 PAOC  
SPC WA

HARDMAN











LCPL Torres

0800 100LBS IED

13:00 PJ's clean shower !!

Thanks for Everything

DOC's

1/6 Held CAAT 1





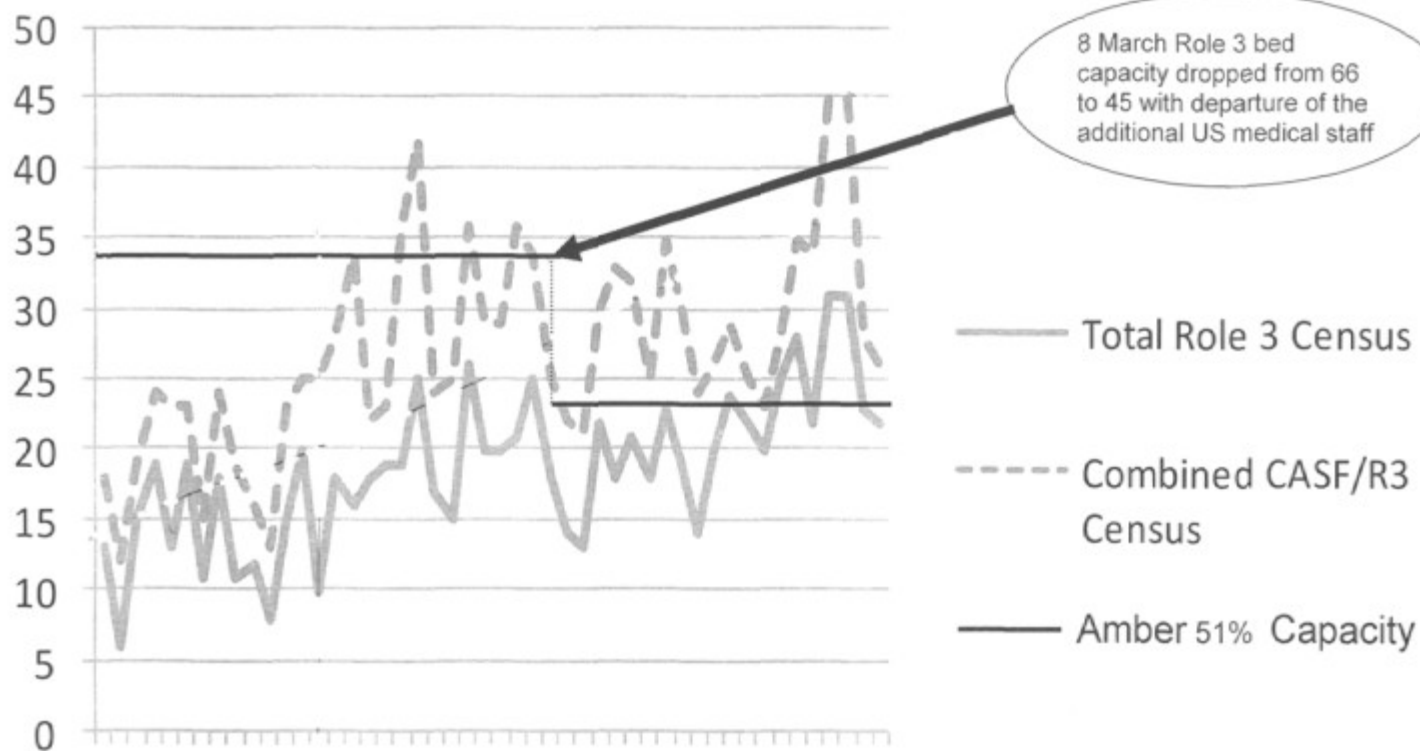
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# US Holding Bed Capability: I MEF Force Multiplier



Census Comparison 1 Feb 2010 thru 21 March 2010





# I MEF CG Message

“We have a unique opportunity to establish a Joint Specialty Care Center to support state of the art rehabilitation for our wounded warriors, while facilitating evacuation for those Marines who are unable to return to duty IAW the theater evacuation policy. This joint synergy will provide more efficient use of both manpower and facilities, and most importantly continue to elevate the standard of medical care for our wounded Marines.”

# Observations and Paradoxes



- AE unit cuts AE demand
- Benefits of “Slow” transport
- Benefits of low tech care
- Synergy of efficient, lower cost care

# Relevance of the Quadruple Aim





# Relevance of the Quadruple Aim



# Partners and Trust



# Key Take Aways



- Stress continuum
- Line/Medical Synergy
- Embedded resiliency
- Combat casualty flow
- Benefits of low tech, low cost, slower care
- Theater evacuation policy, holding capability, and reintegration
- Post Deployment Care as Reintegration
- Partners and Trust

# Questions?





# Key Take Aways



- Stress continuum
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## Questions?

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